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**DEPARTMENT  
INTEROFFICE MEMORANDUM**

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**TO:** Wichita Police Department Members  
**FROM:** Norman D. Williams, Chief of Police  
**SUBJECT:** Wichita Police Department 2014 Goals  
**DATE:** May 19, 2014

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Wichita Police Department members the purpose of this memo is to provide you with the Wichita Police Department 2014 goals and their associated strategies and performance measures. We are committed to enhancing the quality of life and safety in our neighborhoods and these goals are the roadmap to accomplish this goal.

The Police Department's Command Staff (Captains, Deputy Chiefs and Chief) incorporated the Department's 2012-2016 Strategic Agenda, 2013 trend information and input from department members regarding community safety and service delivery. The Police Department 2014 goals are as follows:

**1. Enhance the police department's traffic and DUI enforcement efforts.**

**Strategies**

- Review the police departments current traffic and DUI enforcement
- Research successful traffic studies i.e. Data-Driven Approach to crime and Traffic safety
- Research and update the Traffic Safety Plan
- Conduct quarterly shift special traffic assignments
- Conduct traffic enforcement utilizing grant funds – STEP, IDDP, and NSEP
- Work with the media to educate and communicate traffic safety to the community
- Community meetings to address traffic safety and DUI prevention efforts
- Expand the use of e-Citations from the test group to all Field Services Officers

**Performance Measures**

- Track the number of traffic citations issued
- Track grant (STEP, IDDP, and NSEP) enforcement efforts
- Track NOTE complaints
- Track the number of DUI arrests – ICMA benchmark for 2014 / 5.29 per 1000 population
- Track the number of traffic accidents – COW bench mark for 2014 / 24.5 per 1000 population
- Track the number of fatality accidents – ICMA bench mark for 2014 / .06 per 1000 population
- Track the number of community meetings conducted by Department members and the Accident Follow Up unit.

## **Field Services, Support Services**

### **2. Maintain Part I Clearance Rates at or above the previous 5 year average.**

#### **Strategies**

- Compile monthly statistics on Part I clearance rates.
- Disseminate clearance rates to department members.
- Utilize social media to solicit citizen's assistance to solve crimes.
- Highlight a specific neighborhood crime to discuss at association meetings, i.e. auto theft, burglary, drug houses.
- Continue to work with District Attorney's Office.

#### **Performance Measures**

- Homicide clearance rate will be at or above 87.8%.
- Aggravated Assault clearance rate will be at or above 74.1%.
- Rape clearance rate will be at or above 83.9%.
- Robbery clearance rate will be at or above 38.0%.
- Burglary clearance rate will be at or above 15.9%.
- Larceny clearance rate will be at or above 21.7%.
- Auto Theft clearance rate will be at or above 18.9%.

#### **Investigations**

### **3. Enhance Information Technology capabilities to improve police services.**

#### **Strategies**

- Formal Axon user training curriculum for wearers/users
- Formal Axon oversight training curriculum for managers
- Evidence.com Category and Retention revisions made
- Quarterly Evidence.com audits of:
  - AXON wearer usage
  - User access privileges
- Digital Video assessment for traffic enforcement units
- Explore storage options for all digital evidence
- Expand the use of e-Citations from the test group to all Field Services Officers
- Work with the Investigations Division and the Professional Standards Bureau on protocols for submitting cases to the contracted transcription service
- Research the feasibility of using hand held communication devices.

#### **Performance Measures**

- Training curriculum complete and filed with Training Bureau
- AXON users and shift supervisors trained
- Categories and Retention standards revised / implemented
- Report outcome of quarterly audits
- Submit research based proposal for traffic unit digital video equipment
- Predictive Analytics
- Equipment website
- Increased submittal of cases and use of budgeted funds to meet the need of detectives, prosecutors, and citizens

## **All Divisions**

### **4. SCAT Unit Review: Comprehensive review of the SCAT Units.**

#### **Strategies**

- Research current unit practices v. SOP content
- Research operational best practices
- Assess SCAT Unit connectivity with community level of responsibility (success associated with the fundamental service of neighborhoods).
- Develop, through research, proposals for SCAT Unit concept, aligned with the Department's Mission and Strategic Agenda, and community expectations.
- Mission
- Objective
- Structure
- Legal Compliance
- Training
- Accountability

#### **Performance Measures**

- Work Group identified / initiated
- Study initiated
- Options presented
- Decision rendered & Action implemented
- Provide the opportunity for SCAT officers and Sergeants to rotate through SIB to better their understanding, interpretation, and application of contemporary search and seizure case law, detailed reporting and accountability.

## **All Divisions**

### **5. Continue work on Capital Improvement Projects (CIP) planned for the Wichita Police Department.**

#### **Strategies**

- Initiate the CIP design process for the Patrol West Substation.
- Work on the design for the Patrol West and Patrol East Substations.
- Continue planning work on the Heartland Readiness Center.
- Continue planning work on the Labs move to Rounds and Porter

#### **Performance measures**

- Initiated CIP
- Design plans for the Lab and Patrol Substations.

## **All Divisions**

## **6. Enhance health, well-being and professionalism of Department members.**

### **Strategies**

- Continue to review the Department's response to critical incidents.
- Continue to develop new training curriculum on law enforcement trends and issues and provide continuous training to Department members to enhance effectiveness, improve quality of service and emphasize core values.
- Establish a committee to review the use of IA Pro/Blue Team computer software program for departmental issues, discipline and other concerns.
- Assess the procedure of the management of IA Pro/Blue Team for Departmental member documentation.
- Notify supervisors regarding discipline and administrative investigation trends.
- Provide training to supervisors on professionalism and accountability.
- Provide educational program information to increase the health and well-being of department members on maintaining health and fitness, (emotional health, nutrition, etc.)
- Continue to offer training classes in defensive tactics and equipment usage.
- Coordinate with the Training Bureau to identify squad room training on professional accountability.
- Encourage department members to participate in the City of Wichita's Wellness Program.
- Re-Emphasize importance and frequency of squad room uniform inspections.

### **Performance Measures**

- Track the number of employees that receive professionalism and accountability training.
- Track the number of defensive tactics classes offered as training.
- Track Department participation in the Wellness Program
- Track squad room inspections

### **All Divisions**

## **7. Strengthen investigative partnerships with area law enforcement agencies.**

### **Strategies**

- Continue to target gang leadership for directed investigation.
- Continue ongoing partnerships with the Attorney General's Office, Sedgwick County Sheriff's Office, FBI, DEA, ATF and other law enforcement agencies to target, locate, and apprehend wanted violent offenders.
- Partner with District Attorney's Office to disseminate information to surrounding law enforcement agencies.
- Provide training and technical assistance to area law enforcement agencies on Human Trafficking of Minors
- Collaboratively investigate Human Trafficking cases with outside jurisdictions when appropriate
- Continue our partnership with the Attorney General's Human Trafficking Advisory Board and Law Enforcement Sub-Committee
- Continue our collaborative work with area law enforcement agencies on anti-gang efforts.
- Continue to partner with the Federal Bureau of Investigations, U.S. Marshall's Service, the U.S. Attorney's Office and the Sedgwick County District Attorney's Office to target the most active and violent criminal street gang members.

- Provide a minimum of twelve (12) training sessions to area law enforcement personnel, civic groups and USD 259 employees.

#### **Performance Measures**

- Continue to target top 10 offenders in Property Crimes and share information about these offenders with area agencies in an effort to solve similar crimes in their jurisdiction.
- Track the number of trainings provide along with technical assistance to area law enforcement agencies on Human Trafficking
- Track cases that are worked with area law enforcement agencies regarding Human Trafficking
- Track the number of meetings attended for the Human Trafficking Advisory Board and Law Enforcement Sub-Committee.
- Track the number of meetings, training or programs developed through the Gang Free Kansas Initiative.
- Track the number of most violent criminal street gang members arrested and charged.
- Track the number of meetings with area law enforcement personnel, civic groups and USD 259 employees regarding gang awareness and education.

#### **All Divisions**

### **8. Field Services Shift Structure Review.**

#### **Strategies**

- Research fiscal effectiveness of 4 ten hours shifts
- Research staffing effectiveness of 4 ten hours shifts
- Research equipment needs for 4 ten hours shifts
- Research vehicle needs for 4 ten hours shifts
- Determine bargaining unit position on 4 ten hours shifts
- Determine employee views on 4 ten hours shifts
- Propose recommendations for future Field Shift Structure

#### **Performance Measures**

- Work Group identified / initiated
- Study initiated
- Research findings presented
- Direction for disposition issued

#### **Field Services, Support Services**

### **9. Comprehensive review of Department overtime.**

#### **Strategies**

- Conduct research on law enforcement best practices in the monitoring of overtime
- Examine current work processes for efficiencies and inefficiencies
- Provide budget overview and overtime management training information for department members
- Reinforce the need to actively manage overtime usage to first line supervision throughout 2014.
- Each Bureau will initiate a critical review of 2013 overtime usage and develop ways to reduce overtime in 2014.

**Performance Measures**

- Monitor and track overtime usage in 2014 and compare to previous years.

**All Divisions****10. Create and implement proactive strategies to address current crime trends.****Strategies**

- Utilize the Field Services Crime Analysts to identify crime trends
- Incorporating intelligence and crime analysis as proactive tools for community safety.
- Work with the District Attorney's Office, City Prosecutor, and the Law Department
- Work with City and County Probation
- Initiate and promote Public Education
- Provide training on reviewing crime trends
- Provide training on meeting facilitation for department members (conducting meetings with the community)
- Investigations will review crime trends on a daily basis to determine proactive strategies to address crime trends.

**Performance Measures**

- Track identified crime trends, the efforts to address them, and the outcome of those efforts

**All Divisions**

These ten goals for 2014 are ambitious and reflect the Wichita Police Department's mission and community policing philosophy. Through determination and team work, we can achieve positive results. Thank you and let's enjoy the journey!

Norman D. Williams  
Chief of Police